

Handwritten signature/initials

There are several possible methods of supporting covert and overt activities, some of which are as follows:

I. The present organizational structure supplemented by the Covert Coordination Committee for the purpose of preparing complete covert support plans and for project development.

II. Present organizational structure supplemented by the Covert Coordination Committee with nominations from each of the administrative activities on an individual project basis to work under the general supervision of the Committee and under the technical direction of each administrative office chief.

III. Complete separation of overt administration from covert administration.

PLAN I.

1. Advantages.

a. ^{ELIMINATION} ~~Arrangements~~ of duplication of staff and contacts with other Government agencies and departments and private individuals and corporations with whom CIA does business, or individual contacting in the various administrative fields.

b. An understanding of the inter-relationship between the overt intelligence operating activities and the covert intelligence operating activities. Such understanding is

Document No. 034

CLASSIFIED in Class. ☒

REVIEWED BY

~~CONFIDENTIAL~~

DATE: 11/17/77

Approved For Release : CIA-RDP60-00213A000100010025-7

3-2 MAR 1978

necessary for administrative study and understanding of overt problems which are inter-related.

2. Disadvantages.

a. Most disadvantages come under the heading of security involving knowledge on the part of too many people of covert projects and comparatively free discussion of such projects within the Agency.

PLAN II.

1. Advantages.

a. This plan would permit adequate staffing for both overt and covert activities and a knowledge of each administrative office chief of the requirements on both sides.

b. Greater flexibility of operation and a comparative priority of overt versus covert projects.

c. The security factor involved in centralized administration would be greatly corrected by briefing of individuals nominated and by requiring that all papers in connection with covert projects remain in the area under the administrative supervision of the Covert Coordination Committee.

2. Disadvantages.

a. There may be a slight disadvantage with respect to the security problem and some difficulty in each individual wearing two hats and working for more than one supervisor.

PLAN III.

1. Advantages.

a. Improved security by the reduction of the number of people with knowledge of covert projects.

b. Elimination of competition between support required for covert activities and support required for overt activities.

2. Disadvantages.

a. Competition between administrative activities for personnel for their own staffing.

b. Duplication of contacts with other Government agencies, private individuals and companies wherein the duplication of contact is difficult or impossible to explain, and invites criticism of the Agency on the basis of the right hand not knowing what the left hand is doing.

c. Duplication of administrative efforts resulting in lack of uniformity in administrative procedures, regulations and policy.

d. Difficulty which would be experienced by personnel in attempting to transfer from overt to covert operating activities, and vice versa.

e. Complete lack of knowledge on the part of administrative personnel on the inter-relationship between overt and covert operating activities.

f. Difficulty in explaining to applicants and other individuals contacting the Agency as to the reason for the existence of two separate administrative units completely duplicating each other.

In view of the above, the preferable plan would be Plan II under which the following activities, concepts and procedures would exist.

1. The basic administrative concept in the departmental area would be a combined overt and covert administrative organization reporting to the DD/A with the administrative personnel in the field reporting directly to the Chief of Mission or Station.

2. Administrative Field Groups. Each departmental administrative activity would establish a field group which would be used for the purpose of recruiting, selecting, training and supplying the administrative personnel support needs of field activities. Personnel requirements of this group would be determined on a twelve-months' basis. The operating activities would look to the appropriate administrative office chief for nomination of the individual best qualified for the assignment, and assignment would only be made after concurrence by the operating activity. The initial constitution of the field groups would be coordinated by the Advisor for Management in providing adequate Tables of Organization for the purpose. Upon completion of the overall plan which would be presented to the DD/P for approval and thereafter to the DD/A. Upon the assignment of any individual from the field group, if he were in the departmental area it would come under the administrative supervision of the area division chief and in the field under the supervision of the Chief of Mission or Station. However, operating procedures and regulations would be as directed by the administrative office chief concerned.

3. Training Program. A training program would be established for such administrative personnel above the clerical level to include administrative training in each of the support activities of not less than two weeks of on-the-job training, and the minimum of six weeks in the administrative activity of which he would be a part when assigned to a field position. The training would include such operational training in the area division to which he would be assigned in the same manner as is now followed for operational personnel.

4. Administrative Staff of CIA Senior Representative. Upon the merger of OSO and OPC in the field the function of the CIA senior representative will become all inclusive and for that reason he should have a complete administrative staff consisting of a finance officer, a security officer, a logistics officer, a legal officer and a personnel and training officer. These staff officers would be the equivalent of a G-4 for the particular area and would coordinate, review and follow-up on actions in the area. In addition, all administrative plans and requirements would be either prepared by or reviewed by the appropriate staff officer prior to presentation to the senior CIA representative and his presentation to the Washington headquarters.

5. Area Administrative Staff. Each area operating office would have an administrative coordinating staff to consist of a budget and fiscal officer, a logistics officer, a personnel officer and a security officer. This staff would complement a field staff of the senior representative for the purpose of coordination and implementation. These personnel would be obtained and trained under the supervision of the appropriate

administrative office chief and nominated to the area office requiring such administrative competency with the approval of the area office chief.

6. Operations Support Staff. (Covert Coordination Committee.)

The Operations Support Staff would consist of personnel with over-all administrative competency for planning and coordinating all administrative support requirements. This staff would be operationally responsible to the DD/P and administratively responsible to the DD/A, with the Chief being selected jointly by the DD/A and the DD/P. The Chief of the Staff would have the right to call upon any administrative office for support and to direct the assignment of such personnel on a project basis, as may be required to obtain adequate support to fulfill covert requirements.

7. Project Procedure. New projects would be presented by the area chief concerned, the administrative portion of which would be prepared by his administrative staff, as indicated in paragraph 5 above. The plan would then be presented to the Chief, Operations Support Staff, who now acts as the Covert Coordination Committee, wherein an administrative project officer would be designated whose purpose would be a discussion of the project with each administrative office chief concerned, the designation of individuals on a working level to prepare the implementation of the particular project and to obtain complete coordination and the development of a final

administrative plan for presentation to the area case officer and the Chief of the Operations Support Staff (now the Covert Coordination Committee) for final approval. This procedure would be followed prior to presentation of the project to the Project Review Committee of new projects and would also be followed in the supplementary implementation required under a project which had already been approved.

8. To elaborate on the advantages of this plan, there are as follows:

- a. It permits complete autonomy in the field.
- b. It provides a source of trained administrative personnel.
- c. It provides uniformity of administrative regulations, policies and procedures.
- d. It provides complete administrative coverage in the area in the administrative offices concerned and in the field.
- e. It provides continuous improvement in administrative competency through the training and serving of administrative personnel in the administrative activity in the headquarters of the area office.